

**From:** Tom Tisch  
**To:** Microsoft ATR  
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The US Department of Justice must not settle with Microsoft on the proposed basis. I have spent 20 years in the venture capital and computer industry during which time I have personally observed Microsoft steal secrets, be duplicitous in its dealings, and through its dominance of the operating system force acceptance of other Microsoft products.

At least two companies of which I have been an investor and a director have directly been harmed by Microsoft monopoly practices. One (Stac) won a \$100 Million judgment against Microsoft for stealing patented information. The judgment was no more than a slap on the wrist of the economic juggernaut. The other saw its premier product line integrated into Microsoft products and effectively given away contributing significantly to the company ultimately withering away..

As a personal user, I have wasted hours, even days, of my time dealing with dysfunctional Microsoft products, products that in a more competitive environment would have been driven from the marketplace or forced to upgrade in quality.

What other company can delay, or miss a promised introduction date for a new product by 6 or more months and not suffer competitive penalties? None other but Microsoft. Not General Motors, not General Electric, not United Airlines, not IBM, not ATT.

The time is here when the Federal Government, for which you have some responsibility, can be severely crippled by Microsoft business decisions and for which the Federal Government - along with the rest of us - can find no relief in competitive products or services.

The proposed remedies for the Microsoft antitrust case are a sham and sellout on behalf of the American people and hundreds of thousands of workers in the computer industry. Core ethical values are at stake in this matter.

Thank you.

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